

## The dynamics of organizational transformation

~ Prof. Ph.D. Paul Marinescu (University of Bucharest)

**Abstract:** *The present paper aims to emphasize a number of defining elements of the organizational transformation dynamics. The way in which people are prepared to face changes is essential and it adds value to the management team's qualities. The analysis of the business environment, people training, emphasizing organizational values are important factors, essential in preparing for major changes. Un-deciphering organizational contexts allows for healthy strategies to be established, which are necessary in order to achieve organizational objectives.*

**Key words:** change, transformation, behavior, leader, culture, motivation, objectives, values, contexts, stakeholders, environment

Organizational change takes time. One can speak of the shock felt by employees when employees cut downs take place or when the company undergoes a worrying financial situation. Grounded on these realities the refuse can occur of accepting the situation, upon rather reactive than proactive attitudes. When people start to admit their problem their repositioning against the created context begins. The first concerns for accepting the situation imposing the change occur. Redefining one's own position and giving up old working manners represent signs of

decreased resistance to change. The new behavior becomes natural when employees appreciate the advantages of change. Actually, severe organizational changes mean perusing individual and organizational states which the management team must manage upon discernment. Loosing the safety feeling regarding one's job, the fear of the unknown are natural human reactions in the rapport of assessing one's own aptitudes and attitudes. The fear of diminished responsibility, of reducing one's status can reconfigure existing alliances. In these moments it is important for

leaders to identify organizational problems and to indicate their problems to people, as well as the risks they would face unless they take measures. Performance gaps can be presented by using benchmarking (comparison etalon against other company or another branch). The level of discomfort created by the change must be tolerable, and collective motivation should be sufficiently high as to ensure that stressful situations are kept under control. The quality of the communication process is essential under such contexts because it emphasizes the messages defining future stages of the system and therefore advantages for employees. Reformulating organizational culture, redefining the formal structure, represent prerequisites of organizational change. The organizational vision and values are essential catalytic elements in the reaction of change. The process of change represents an organizational effort which can not be achieved without individual efforts. Without the employees' support no veritable organizational change can be achieved. Stimulating critical thinking, real dialogue motivates the employees and involves them in the change. An essential element in changing behaviors is to increase the employees' power. We refer here to more types of power:

- The expert's;
- The position's;
- The authority's;
- Informational;
- The resources holder etc.

Aligning organizational architecture to the new functioning way, training people in order to ensure they have the necessary competencies for organizational change are immediate needs.

Creating attitudes and competencies and professional development are essential

activities specific to the ample process of planning the organizational change.

Increasing the market share, increasing profitability, decreasing operational costs, expanding geographic coverage, increasing the shares' value are the first signs of success in an organizational change. These are encouraging signs of success, yet they have to be doubled by real people motivation.

Thus, we refer to four phases in the change process:

- Creating favorable collective mentality
- Behavior change
- Creating attitudes, competencies and practices
- Increasing organizational performances.

Organizational redesign should be the resultant of a serious analyses performed over the organizational context and its players. This process must be grounded on judicious vision of the future in which the personnel selection process considers the real necessary jobs, without overloading the remaining positions. Under such circumstances, although additional effort is paid, it is possible for the employees to not be able to answer to the demands, thus creating useless stress and tension generating points. Comparative analyses are important because they emphasize without a doubt the functional context in the rapports with other spectacular contexts, yet total unrealistic. People generally have a reduced tolerance to uncertainty and that is why in limit situations prompt, sometimes surgical measures are imposed. Of course this is about the rapport between moral and immoral, between efficient and social, between appropriate and inappropriate. In any change it is necessary for the company to make a correct analysis of the activities in which it is an expert (it is obvious that here

also we refer to the quality of the company's people and management). Secondly, an exact analysis should be performed of the business environment, in which the correct configuration of the stakeholders is essential.

Creating a collective mentality combines the concrete objectives for the future with elements of the organizational culture which are defining for the company. The organization's uniqueness nature, its identity, the set of symbolic elements expressed by language, rituals, metaphors, artifacts, behaviors provides the proper environment for people to

manifest themselves. That is why this combination of sometimes invisible elements can be the "organizational engine" valuing principles and people.

Power holders have to know that in organizational transformations people's trust is essential and that this can be achieved by accurate communication in which the rapport between SAYING and DOING must be balanced.

Attracting support and creating systems that could allow for the change represent defining elements of the pragmatic leader.

---

#### REFERENCES:

1. **Kets de Vries, MFR** (2006), *The Leadership Mistique- a user's manual for the human enterprise* (second edition), 2006, PRENTICE HALL.
2. **Klewes, Joachim; Langen, Ralf** (Eds.), *Change 2.0, Beyond Organizational Transformation*, 2008, Springer.
3. **Laurie Mullins**, *Management and Organizational Behavior*, 2004, Prentice Hall.